"WHAT GETS MEASURED GETS DONE"

Our Road Map for
Excellence in Risk Reduction,
Expedited Environmental Cleanup
and Employee / Community Transition

Ohio Field Office

STRATEGIC PLAN

1997- 2006

OHIO FIELD OFFICE

ASHTABULA, OH • COLUMBUS, OH
FERNALD, OH • MIAMISBURG, OH
WEST VALLEY, NY

February 2002

The Ohio Field Office Strategic Plan

Vision & Values

The Vision

We will achieve, for all our sites, an environmentally restored end state that serves the communities' needs, and we will do this by 2006.

When we began this enterprise in 1995 we sought to put ourselves out of business within a decade by rapidly and efficiently completing our mission. That was a bold goal. We chose a goal that was difficult to reach. Time has shown that federal budgeting and technical difficulties have made the goal even more difficult. In spite of this, we have repeatedly stood by it. It is our belief that only by setting a demanding goal will our projects come to completion in the earliest possible date.

We will realize our Vision, only if we hold certain critical values. To this end, we value:

- **ALL PEOPLE**: their safety, environment, and health; their diversity, concerns and aspirations
- **INTEGRITY:** throughout the workforce
- **CONTINUOUS IMPROVEMENT**: of ourselves and work processes; innovation
- **OPENNESS:** to everyone, everywhere; open dialogue
- **CUSTOMERS/COMMUNITY RELATIONSHIPS**: responsive and responsible stewardship for the projects; accountability to our customers
- **TEAMWORK:** fostering trusting relationships internally and with stakeholders; leadership, empowerment, and accountability
- **CONTRACTORS/SUPPLIERS:** who share and work consistently with these values

Part of our Vision is to "Serve our communities' needs. " That means the public is part of our team. Public and stakeholder involvement will be proactively sought throughout the planning and decision making processes, with each site tailoring its public participation program to meet the specific needs of its public. Ohio sites will use task forces, advisory boards, standing committees, public meetings and various other communication mechanisms.

The Ohio Field Office Vision is supportive of and complementary to the Department's "Top-to-Bottom Review of Environmental Management and the Office of Environmental Management (EM) Goals & Priorities. Both of these guide our activities.

The Top-To-Bottom Review

The review concluded:

> "the EM mission cannot be accomplished by continuing "business as usual." There must be major changes in al elements of the EM program. Once the necessary consensus for this approach has been achieved with regulators,

stakeholders, and Congress, risk reduction will be accomplished by stabilizing high-risk materials: by decommissioning and decontaminating high-risk facilities; and by accomplishing cleanup and closure, including transfer of excess land areas to other entities for management. National security will be improved through the consolidation of al special nuclear materials in modern safeguarded facilities and through the accelerated disposal of transuranic waste currently stored at numerous sites around the country."

Our priorities reflect these conclusions. They are risk reduction, accelerated cleanup, and closure.

Environmental Management (EM) Goals & Priorities

The EM Goals and priorities provide a set of values and specific goals to guide our day-to-day activities. These include:

- **IMPROVE SAFETY PERFORMANCE**
  - Fully implement Integrated Safety Management (ISM) at all EM sites. Better apply resources to risk, driving down or eliminating risk by the work we do rather than avoiding or delaying this work.

- **REDUCE THE COST & TIME REQUIRED TO COMPLETE THE EM CLEANUP MISSION.**
  - Reduce the real cost of cleanup by at least $100 billion and the time to complete cleanup by at least 30 years.

- **CLOSE ROCKY FLATS, FERNALD, AND MOUND SITES BY 2006.**
  - Additionally, close at least 6 small sites by 2006 that were not scheduled to close.

- **CONSOLIDATE NUCLEAR MATERIAL OUT OF EM SITES BY 2004.**
  - Deinventory nuclear materials from Rocky Flats, Hanford, Ohio, and Idaho. This would improve security by reducing the number of "targets" and significantly drive down costs.

- **ELIMINATE THE NEED TO PROCESS HIGH LEVEL LIQUID WASTES (HLW).**
  - HLW processing is the single largest cost element in the EM program today. Eliminate the need to vitrify at least 75% of the waste scheduled for vitrification today. Develop at least two (2) proven, cost effective solutions to every high-level waste stream in the complex.

- **MAKE EM A BETTER CUSTOMER.**
  - EM needs to become far better at managing contracts and holding contractors accountable. Define what we *want* accomplished far better and leave the *how* to the contractor. Additionally, EM needs to become a more predictable customer so that more contractors want to work on EM jobs.

- **SHRINK THE EM FOOTPRINT.**
  - Reduce the EM footprint (i.e. active landlord/utility area) by at least 40% over the next 4 years.

- **GET WASTES TO DISPOSAL FACILITIES QUICKLY.**
  - Safely dispose of 100,000 drums of TRU at WIPP. Additionally, decrease the unit cost to dispose or TRU and LLW by at least 30%. Open NTS and Richland for out-of-state disposal of LLMWW.

- **RESHAPE EM SYSTEMS AND INFRASTRUCTURE TO DRIVE ACCELERATED CLEANUP AND CLOSURE.**
  - Current systems do not drive action.

Strategic Planning at the Ohio Field Office

To achieve the Energy Department's goals and priorities, we have developed a road map, the Ohio Field Office Strategic Plan. This plan defines our path to achieve an environmentally restored end state, within the framework of our values and EM's Goals & Priorities, by the year 2006. The strategic plan is a living document and from time to time will be updated to reflect the fact that schedules will change, budgets will change, priorities will change, and initiatives will come and go.

The Ohio office is characterized by a philosophy of doing what makes sense, a can-do spirit, and by demonstrating through our actions that Safety is our most important priority. In addition, this office honors its commitments--always with the goal of finishing ahead of schedule and under budget. At the end of each workweek, employees should be able to identify what they each contributed to meeting the Ohio Field Office's commitments.

Rewarding the employees who finish the Vision is a top priority of the Manager's Office. Because we can be counted on to deliver on our commitments, and we have skills that will be needed in the next century, our personal futures after the closure of the office remain bright. The talents we each have along with our demonstrated ability to complete projects with a positive attitude help ensure our futures. While there will be many forms of assistance that will facilitate pathways to future opportunities, each of us must take personal responsibility for managing our futures.

The Mission

The Ohio Field Office will ensure safe, cost-effective, and environmentally sound closure and long-term stewardship of facilities designated to it by the Secretary of Energy. It will do this in accordance with applicable Federal law, executive directives, state and Federal regulations, and with special attention to the needs and goals of the communities affected by these facilities.

The Projects

The Ashtabula EM Project (AEMP)

From 1962 through 1990, the RMI Titanium Company at Ashtabula, Ohio, operated a 3850-ton extrusion press for the DOE. It formed uranium metal tubes and billets. In addition to uranium, small quantities of thorium were extruded. The Extrusion Plant also did work for the commercial sector and for the Department of Defense (DoD) under an U. S. Nuclear Regulatory Commission (NRC) license (No. SMB-602).

The site was formerly known as Reactive Metals, Inc. (RMI) Extrusion Plant, and is located in northern Ashtabula County, Ohio. The site is in a sparsely populated, highly industrialized area. Several chemical production and metal conversion plants are located nearby. The current area extent of the AEMP is 24.5 acres; the City of Ashtabula owns 2.5 acres and the remaining 22 acres is owned by the RMI Titanium Company (RMI).

Through years of processing uranium, portions of the site and adjacent off-site areas became contaminated with low-level radioactive, hazardous, and mixed wastes. Contaminants of concern include:

- Uranium,
- Technetium-99, and
- Trichlorpoethylene (TCE).

The AEMP strategic goal is to accomplish the project scope of work from the current baseline by September 2006 or earlier. The scope of work includes all those activities necessary to:

- Investigate and remediate RMI's physical facilities and affected environment to the extent that the RMI license can be terminated and the facilities can be demolished or released for subsequent unrestricted use and,

- Investigate and remediate the area designated as a Resource Conservation and Recovery Act (RCRA) Corrective Action Management Unit (CAMU) such that closure can be attained.

In order to do this the project must support the environmental restoration activities while maintaining safe operation of site facilities. It must safely shutdown operations, manage waste, and monitor the environment and the health of workers.

The Columbus EM Project (CEMP)

Project Description:

The Columbus Environmental Management Project (CEMP) consists of two (2) separate sites located in central and western Franklin County, Ohio. The King Avenue (KA) site is located in the City of Columbus, Ohio while the West Jefferson (WJ) site is located approximately fifteen miles west of downtown Columbus.

Research conducted at Battelle's laboratories included: uranium ore processing; uranium machining, fuel element fabrication; reactor design; irradiated fuel studies; and nuclear shipment safety. The type and extent of contamination varies from building to building, depending on the nature of nuclear research performed. Most of the contamination in laboratory and metal fabricating areas at the downtown King Avenue site was uranium, thorium and associated daughter products. The more rural West Jefferson site has a large hot cell facility and a decommissioned research reactor.

The Columbus EM Project is a cost-share project between the U.S. Department of Energy (90% share) and the Battelle Memorial Institute (10% share) to remove radioactive contamination from Battelle multi-use laboratory facilities. Fifteen buildings or portions thereof, at the two separate sites became radioactively contaminated. All planned decontamination at the King Avenue site was completed in FY1998. The project focus has shifted to the higher hazard facilities at West Jefferson and a five-year Vision has been developed for complete remediation of the West Jefferson site.

The Battelle Columbus Laboratories are privately owned. Decontamination and return of the clean facilities to Battelle are the last actions in the close-out of a Research and Development contract (W-7405-ENG-92) which was originally signed on April 16, 1943. Battelle is the prime contractor for the work and maintains a workforce of approximately 45 PE's, including 63 sub-contractor technicians.

The Fernald EM Project (FEMP)

Project Description:

The Fernald Environmental Management Project (FEMP), formerly known as the Feed Materials Production Center, is located about 18 miles northwest of Cincinnati, Ohio. The facility produced uranium metal products between 1953 and 1989 for use in production reactors at other DOE sites in support of the U.S. defense programs. Uranium metal production ended in July 1989 and resources shifted to environmental restoration.

Construction of the facility began in 1951 and full production started in 1953. Production peaked at Fernald in the early 1960's at about 10,000 metric tons of uranium (the plant's designed production rate), and then declined to a low of about 1.23 metric tons in 1975. In the 1970's, closure of the plant was under consideration; however, after 1981, production significantly increased, and there was a rapid staff build-up for several years. Then, in 1988, weapon production reactors at DOE sites at Hanford and Savannah River were shutdown and uranium metal was no longer needed. Production at Fernald was suspended in July 1989 and officially ended in June 1991. The facility was renamed the Fernald Environmental Management Project in August 1991 to reflect its new mission of environmental restoration.

In 1991, the DOE and the USEPA entered into a Consent Agreement under the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA). As part of that agreement a comprehensive Remedial Investigation/Feasibility Study (RI/FS) was conducted in and around Fernald to identify appropriate remedial actions. Environmental restoration efforts under the RI/FS have been divided into five Operable Units (OU), addressing specific areas or facilities at the site. The U.S. EPA has approved Records of Decision (ROD) for all five Operable Units.

The Fernald Environmental Restoration Management Corporation (FERMCO), a subsidiary of Fluor-Daniel, Inc. was awarded the contract in August 1992 to take responsibility for the cleanup and final remediation of the Fernald site. FERMCO assumed responsibility for the FEMP cleanup on December 1, 1992. DOE extended the contract twice - in 1997 for two years and in 1999 for one year. In November 2000, DOE awarded Fluor Fernald, Inc. (formerly FERMCO and Fluor Daniel Fernald) a closure contract valued at $2.4 billion with a target fee of $120 million. The closure contract is effective December 2000 through December 2010 and includes incentives for Fluor Fernald to complete cleanup as early as 2006. The Project is currently in the process of rebaselining to a 2006 completion date.

Since 1992, more than 6 billion gallons of uranium-contaminated water have been treated. More than 5.6 million cubic feet of low-level radioactive waste has been shipped off-site for safe disposal. More than 80,000 cubic yards of contaminated building material have been demolished and more than 750 tons of steel has been recycled.

The Miamisburg EM Project (The Mound Site) (MEMP)

Project Description:

The Miamisburg project is a 305-acre former nuclear weapons laboratory and production facility located about 15 miles southwest of Dayton, Ohio. The facility operated for 46 years producing trigger mechanisms and related nuclear and explosive products in support of the U.S. defense programs. Production was terminated in September 1994 after the decision was made to close the facility in 1992. Since that time, the MEMP workforce has been dedicated to environmental remediation and waste management activities except for one laboratory/production mission.

The Miamisburg Project's mission is "The safe cleanup of the former weapons component production facilities and transition of the site to the community by 2006." To do this the project we must

- clean-up of the legacy nuclear weapons and nuclear research activities,
- safely manage remaining nuclear materials, and
- dispose of the radioactive wastes.

The mission also includes maintaining operational capability for the Nuclear Energy (NE) Program in the fabrication of energy and heat sources known as Radioisotopic Thermal Electric Generators (RTGs). The NE program enhances national security through military application of nuclear technology, and advances science and scientific tools and premier scientific instruments to provide the foundation for DOE's applied missions. The NE program is a vital contributor to reducing the global nuclear danger through national nuclear security, nuclear safety, and nonproliferation activities. In addition, NE is a major partner in world-class science and technology applications.

The Ohio Field Office, MEMP, EM and NE have committed to and practice another major tenet of the DOE Vision by being an employer noted for providing a safe and secure workplace, being recognized for management excellence, and acknowledged for delivering results.

The Vision for the Miamisburg EM Project is to be an environmentally clean, privately owned industrial park in the year 2006. A purchase agreement with the Miamisburg Mound Community Improvement Corporation (MMCIC) for sale of the Mound site to the community was signed in January 1998. As of December 2001, three parcels of land (which includes two buildings) and 121 acres (41% of the available property) has been transferred to the MMCIC under this sales agreement. In addition, 197,589 square feet of building space has been leased to the MMCIC for the support of commercial development.

The West Valley Demonstration Project (WVDP)

Project Description

The mission of the West Valley project is the cleanup of the only commercial nuclear fuel reprocessing plant in the US. The Western New York Nuclear Service Center (WNYNSC) is approximately a 3,300 acre site located near West Valley, NY, owned by the State of New York and administered by the New York State Energy Research and Development Authority (NYSERDA). From 1966 through 1972 Nuclear Fuel Services (NFS) operated the facility in accordance with the United States Nuclear Regulatory Commission (NRC), Facility License CSF-1, and Docket No. 50-201. In 1972 the facility was shut down for modifications and expansions, however increased federal and state environmental regulations made the upgrade effort too costly. NFS put the facility in safe standby and informed NYSERDA it would not be renewing its lease for the property upon its expiration in 1981.

On October 1, 1980 Congress passed the West Valley Demonstration Project Act (Public Law 96-368) that authorized the Department of Energy (DOE) to carry out a nuclear high level wasted (HLW) management demonstration project at the WNYNSC former reprocessing facility site. The DOE and the NYSERDA entered into a cooperative agreement on September 18, 1981 defining the interface protocol and responsibilities for each organization with respect to the site. The DOE took operational control of approximately 200 acres of the former NFS reprocessing facility on February 25, 1982.

Path Forward

In June 1998, the DOE completed the first phase of the project ($1.4B baseline) ahead of schedule and under budget. This phase encompassed the project's effort to process by means of vitrification approximately 85% of liquid high level waste (HLW) into a stable, disposal ready glass form. Two Hundred and Ten canisters of HLW were produced during this campaign. The scope of work remaining for the project is associated with dispositioning waste generated by the project as well as facilities used by the project. These remaining activities are significant efforts, highly dependent upon interagency decisions and support.

Project Completion/Site Closure

The DOE and the NYSERDA jointly issued a draft Environmental Impact Statement (EIS) for project completion (by the DOE) and site closure (by the NYSERDA) for public comment on March 22, 1996. The options evaluated in the draft EIS ranged from restoring the site to a green field condition (approximately $8B/off-site disposal of all radioactive wastes), to monitoring and maintaining all waste/facilities indefinitely (approximately $30M/year). A Citizen's Task Force (CTF) was initiated to openly solicit stakeholder input and address public concerns regarding how the DOE and New York State (NYS) might complete the project. In July 1998, the CTF provided their recommendation.

The DOE and NYS are now in the process of negotiating responsibility issues between the agencies to agree upon a Preferred Alternative for project completion and/or site closure. If negotiations are not successful, the DOE has the option of proceeding to complete the EIS and subsequently publish the Record of Decision (ROD), absent NYS agreement. In order to support and advance the mission of the project in the most responsible and timely manner possible, the project will initiate formal efforts to baseline in parallel with the EIS analysis/ROD process.

The Ohio Field Office Performance Areas

Safety Management

Overview:

Ensure the safety and health of the DOE workforce and members of the public, and the protection of the environment in all Departmental activities.

Value and Importance to the Vision:

In 1995, the Ohio Field Office (OH) set a goal to develop a solid attitude on safety. Each of our EM Projects, along with the OH support office, drafted policies and procedures covering Environment, Safety, and Health (ES&H). Several safety initiatives enhanced safety in the workplace. We intend to continue to build on the momentum of safety practices that began in 1995.

Integral to a solid safety culture is involvement of all OH personnel including both federal and contractor employees. To ensure that we optimize safety, our Safety Management System will focus on safety management, enhanced work planning that involves all OH personnel, and improved safety monitoring that will help drive fear out of the workplace and prevent accidents and mishaps, rather than react to them. In out years our focus will include leading indicators to measure performance and prevent safety mishaps.

The Integrated Safety Management System

Our current practices require that OH sites comply with the OH Safety Management Policy, which directs all sites to maintain a safety basis and define requirements, ensure work planning, and perform assessments. A program that meets these requirements must be established and maintained through the operational and maintenance cycle for each project. The length of the cycle varies with each project due to current and previous missions as well as unique requirements at each project. Through the safety management system, we can assure that safety in the workplace is a paramount goal regardless of requirements.

We will continue to implement the system by a closure process that calls for 1) evaluating the work to accomplish the missions, including all general and project-specific ES&H requirements, 2) establishing an authorization basis for the work at our projects, and 3) defining and establishing roles and responsibilities. Some form of authorization basis is in place at all of the projects. Establishing the Safety Management System has involved formal reviews and approvals changes in the review and approval process, and/or formal delegation of approval authority. The Safety Management System is a process of continuous improvement.

Improved Safety Monitoring

To ensure that safety is paramount, facility representatives, technical and line management personnel are qualified as required by the DOE Technical Qualification Program. Project Managers ensure cost, schedule and budget performance as well as the quality of work. ES&H/Q personnel support the Project Managers by ensuring that risks are considered. Emphasis has been placed on broadening personnel qualifications in order to apply more performance indicators and lessons learned.

Key Success Factors:

The following key success factors and measures of success describe our most significant results toward the Environment, Safety, Health and Quality Management strategic goal and objectives.

1. Implement a sound ESH&Q culture to guide Ohio Field Office activities.
2. Enhance safety through work planning and assessment.
3. Improve safety monitoring.

As the Ohio Field Office Vision is achieved, the systems and processes, which assure the safety and health of all OH workers and the public, will not be compromised. The accomplishment of these Key Success Factors ensures that OH safety systems always provide maximum safety assurance irrespective of the level of work being conducted as projects are completed and facilities are shut down. It also assures that safety remains invariable whenever the management and administration of various locations may change as we accomplish the Vision.

Trust and Confidence

Overview:

Success for the Ohio Field Office requires that we build partnerships of trust with our Customers, our Stakeholders, and our Employees. Without their cooperation and participation, we cannot achieve our mission.

Our customers are the people we serve:

Our customers include citizens across the nation who may have no understanding or awareness of our mission. Yet, we must look out for their interests and conduct our operations in a way that any taxpayer would commend. We also have customers who we deal with on a daily basis. These include members of the public who come to us for information or services, but it also includes fellow employees who we serve and support.

Stakeholders have a direct say in how we conduct our operations:

Stakeholders include regulators and neighbors who are directly affected by our actions and special interest groups whose values or economic interests are affected by our operations. We are obligated to understand their concerns, bring them into dialogue about our decisions, and do our best to meet their needs and requirements to the degree our mission, resources and authority allow.

We achieve nothing except through our employees:

Our employees are the muscle, bone, and strength of this organization. Our mission and our relationships with customers and stakeholders depends upon employee loyalty, enthusiasm, and skill. Thus, the members of our organization must see themselves as a team working together to achieve a common goal. We must trust and understand each other and see how our individual actions affect the common goal. The Department earns our loyalty to the degree it acknowledges our opinions, provides clear training and guidance, and sustains a rewarding environment of salary, benefits, recognition, and meaningful work. All employees share in the responsibility to create this rewarding environment. Because the Ohio Field Office mission will end, and our careers here end, it is especially important that our work, training, and personnel policies support transition to new careers.

Value and Importance to the Vision:

There are two fundamental reasons for seeking trust and confidence. First, without it large social obstacles will arise — critical newspaper articles, demonstrations, legal action, and reductions in funding. These, in themselves, can either slow down or halt progress. However, the second reason is even more important. Without trust and confidence, even if some significant work is achieved on the ground, it will not be defined in the public's mind as an achievement, but instead a failure. When we seek cooperative relationships with the public we serve, our work not only becomes easier to accomplish, it also becomes more rewarding.

Key Success Factors:

The Trust and Confidence Component of the Strategic Plan is derived from the following Key Success Factors:

1. Ensure managers adopt public involvement methods as key strategy to achieve our Vision.
2. Maintain or improve cooperative relationships and dialogue among stakeholders for all Ohio Field Office EM projects (including local residents, state and federal regulators, local government officials, members of Congress, activists, etc.).
3. Increase the level of awareness and acceptance among the general public for the mission and approaches of the Ohio Field Office.
4. Improve the extent to which diversity is valued and used as a means to enhance performance.

Business Indicators

Overview:

One of the primary responsibilities of any Federal entity is the effective and efficient stewardship of the taxpayer's dollar. This stewardship becomes more important as the availability of the financial resources decreases but the scope of the work remains the same or increases. Methods must be found to evaluate the effective and efficient use of scarce resources. The Environmental Management (EM) Program must continually prove itself worthy of continued Congressional support through the Budget Request Process. Business measures will be reported to the OH Field Office Manager and the Performance Board through Quarterly Project Reviews.

Value and Importance to the Vision:

The Ohio Field Office has challenged itself to an aggressive completion program. A new culture was necessary when addressing how we do work and how we contract the work. This section contains those key elements felt to be necessary to achieve the OH Vision and how we will measure ourselves. Both contracting and cost management are considered vital to achieve the goal.

Key Success Factors:

The Business Indicators Component of the Strategic Plan is derived from the following Key Success Factors:

1. Support the achievement of the Ohio Field Office Vision through effective fiscal management.

2. Support the achievement of the Ohio Field Office Vision through effective acquisition and asset management strategies.

3. Support the achievement of the Ohio Field Office Vision through effective utilization of Information Management (IM) resources.

Mission Accomplishment and Compliance

Overview:

The *Mission Accomplishment and Compliance* element includes both regulatory and other requirements for the day-to-day operation of the Ohio Field Office EM Projects. We must be able to demonstrate "real" progress in terms of clean-up and site disposition. Ohio focuses its resources toward that end while ensuring safe operations, milestone completion, and the management or elimination of urgent risks.

Value and Importance to Achieving the Ohio Field Office Vision:

Achieving regulatory milestones is a very critical element of achieving the Ohio Field Office Vision! If we do not focus our resources on achieving these milestones, we jeopardize our relationship with the regulators, the public and other stakeholders. By establishing goals and strategies for the next three to five years, this Strategic Plan provides a "road-map" to the successful achievement of the Vision.

Key Success Factors:

The Mission Accomplishment and Compliance Component of the Strategic Plan is derived from the following Key Success Factor:

- Complete regulatory milestones and other appropriate requirements for all Ohio Field Office EM Projects.

Malcolm Baldrige Fitness Review

Overview:

Each year since 1994 the Ohio Field Office has use the Malcolm Baldrige criteria as a tool for measuring organizational health and continuous improvement. This self-assessment conducted by our own employees provides recommendations that result in corrective actions that are tracked monthly as part of the strategic plan process.

Key Success Factors

1. Improvement in results of the Malcolm Baldrige Fitness Review by:

    - Leadership
    - Strategic Planning
    - Customer & Market Focus
    - Information & Analysis
    - Human Resource Focus
    - Process Management
    - Business Results

The Assessment Process:
Making the Strategic Plan A Reality

The assessment process is the mechanism which ensures that our Strategic Plan becomes a credible, working document - a true roadmap to achieving the Vision - versus one which is created and ignored until the next planning period. The importance of the assessment process is clear when one considers the following reasons.

- People have a tendency to do the things that they know will be measured and reviewed. The old adage "*what gets measured, gets done*" is certainly true. Without a formal process to review our progress to the plan, we are likely to let the pressures of our day-to-day operations "push aside" these strategic issues.

- The assessment process allows for changes to the plan. Our strategic plan has been developed against a backdrop of assumptions. These assumptions, coupled with the inability to accurately predict the future, require acceptance of the fact that the plan will need to be adjusted periodically over the next three to five years. For the plan to be credible to our employees and stakeholders, it must be adjusted when internal and external circumstances change. Our focus is not to "have a plan in place." The focus is on defining the intermediate actions to achieve our Vision.

How the Process Works:

Progress against the Strategic Plan is reported through regular and orderly reviews. Two types of reviews are held: Monthly and Quarterly.

Monthly Plan Reviews

The Ohio Field Office Performance Board holds monthly plan reviews. During these reviews, the Performance Board examines the extent to which each strategy in the plan has been implemented. Prior to the meeting, each of the "Performance Area Owners" reviews the strategies within their respective area of ownership and assigns a status flag to the strategy based on the current progress against the performance measure(s) for the strategy. The five status flags are: 1) On-track; 2) Complete; 3) Warning; 4) Off-track; and 5) Strategy/performance measure is inappropriate. In the event that a strategy is assigned one of the last three flags, the owner documents the following information and presents it to the Performance Board at the meeting.

- The major issues or problems that need to be discussed or resolved.
- Recommendations for actions to be taken, including changes in timing, strategies, performance measures, and resource requirements.

The status flag for each strategy - and key comments/decisions from the meeting - are documented by the Recording Secretary in the "*Ohio Performance Plan: Strategies and Performance Measures*." This document serves as the official record of progress to all strategies in the OH Strategic Plan.

Monthly Plan Reviews are scheduled the second Tuesday of each month.